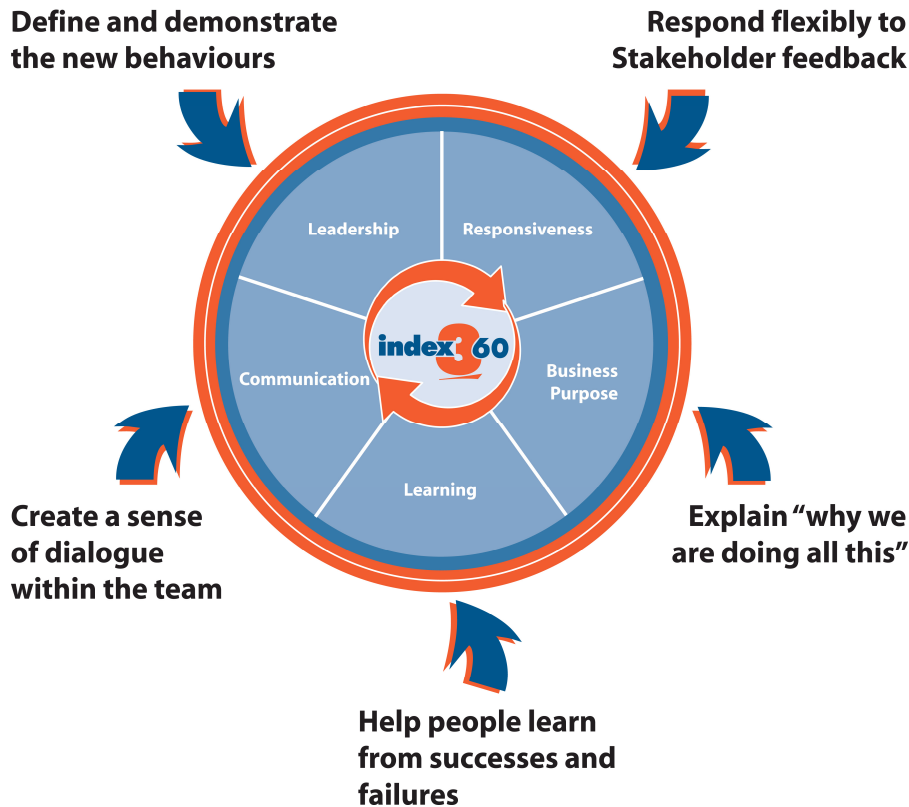


Often managers and leaders are overwhelmed by the complexity of change they face, and the crippling amount of work involved.

Major change requires significant behaviour change at all levels in an organisation. But which behaviours, in what areas? changeindex360© identifies five key behaviour areas: purpose, leadership, communication, responsiveness, and learning.



changeindex360© was designed in 2001, based on a model on how to manage change developed originally in 1994 by a specialist change management consultancy. It identifies priorities for action and focus effort; and measures performance and progress against targets.

changeindex360© can be used for any number of people from a small team to a whole organisation. Comparisons can be made between different groups, functions, levels etc.

When to use it

- For organisations (or parts of) who are undergoing/facing major change.
- To enable leaders/managers to gain honest and reliable feedback from the organisation so they can prioritise where to spend their time and resources most effectively.
- To maintain motivation by raising awareness among all members of the organisation about the priorities and successes achieved.
- To provide a means of measuring progress on a regular basis.
- To address the ‘softer’ issues of change, such as how well people understand and accept the reasons for change, how effective leadership and teamwork is, and whether involvement is productive.
- To assist leaders/managers in maintaining the momentum, commitment and ownership of the organisation to achieve goals.
- To enable the organisation to focus on the areas ‘that really matter’ not on assumptions.

“As a kick off to a change management programme, changeindex360© helped identify the priorities and build consensus on what should be tackled first. I have recommended that we run it again so we can track progress”.

Example of the Questionnaire



changeindex360 - The Questionnaire

Sales Team, Test Dept,
TestCo Ltd

The 'statements' in the Questionnaire are simple and direct, focusing on key aspects of change

01. The organisation's purpose is clear

Disagree 1 2 3 4 5 6 7 Agree

02. Leaders set a clear strategic direction

Disagree 1 2 3 4 5 6 7 Agree

03. The facts of the change are set out simply and honestly

Disagree 1 2 3 4 5 6 7 Agree

04. People make it easy for customers to provide feedback

Disagree 1 2 3 4 5 6 7 Agree

05. Shared learning takes place in groups and teams

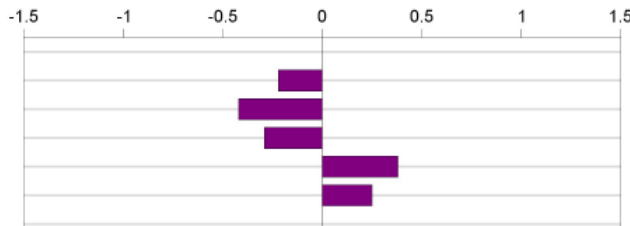
Disagree 1 2 3 4 5 6 7 Agree

06. People recognise the organisation has a clear need to change

Disagree 1 2 3 4 5 6 7 Agree

Example of report

Benchmark: Average Response (5.09)



RESPONSIVENESS

KNOWLEDGE AND FEEDBACK

- (04) People make it easy for customers to provide feedback
- (09) People actively seek external feedback
- (14) People listen well to what stakeholders tell them, and act on it
- (19) People know what to do when things go wrong
- (24) Teams discuss feedback from customers and stakeholders

In this example report, people need to obtain more feedback from customers and other stakeholders

RESPONSIVENESS

KNOWLEDGE AND FEEDBACK

- (04) People make it easy for customers to provide feedback
- (09) People actively seek external feedback
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Whole Survey (15)



	1	2	3	4	5	6	7
(04)	3	1	7	24	25	25	15
(09)	7	0	7	20	33	20	13
(14)	7	0	13	20	33	13	13
(19)	0	7	7	33	20	20	13
(24)	0	0	0	20	27	40	13
	0	0	7	27	13	33	20

COMMUNICATION

INFORMATION AND UNDERSTANDING

- (03) The facts of the change are set out simply and honestly
- (08) People understand 'why we are doing all this'
- (13) People understand what new behaviours are needed
- (18) People feel that they may ask about anything
- (23) People have all the information they need

Between these two surveys people have a much better understanding of why change is needed, and what is required of them

Dec-2002 (14)
Aug-2003 (15)
% Change (Dec-2002 - Aug-2003)

4.31	4.87	12.99%
4.57	5.00	9.41%
4.29	5.13	19.58%
4.07	5.07	24.57%
4.14	4.87	12.80%
4.50	4.47	-0.67%